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SERVICE QUALITY AND CUSTOMER SATISFACTION: A CASE OF

WESTEC SECURITY SYSTEMS GHANA LIMITED

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2016

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SERVICE QUALITY AND CUSTOMER SATISFACTION: A CASE OF

WESTEC SECURITY SYSTEMS GHANA LIMITED

BY

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Dissertation submitted to the Department of Business Studies of the College of

Distance Education, University of Cape Coast, in partial fulfillment of the

requirements for the award of Master of Business Administration Degree in

Marketing

SEPTEMBER 2016

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:.. Date:..........................

Name: Paulina Dontoh

Supervisors' Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature:**….**……………………**………**   Date:.........................

Name: Miss REGINA APPIAH-GYIMAH

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ABSTRACT

Service quality and customer satisfaction are very important concepts that companies must understand in order to remain competitive in business and hence grow. It is very important for companies to know how to measure these constructs from the consumers' perspective in order to better understand their needs and hence satisfy them. Service quality is considered very important because it leads to higher customer satisfaction, profitability, reduced cost, customer loyalty and retention. The purpose of this study was to examine customer satisfaction and service quality in the private security service sector with respect to the service quality dimensions (SERVQUAL) using Westec Security Systems Ghana Limited as a case study. To achieve the purpose of the study, descriptive and explanatory research designs were used. A minimum sample of one hundred and sixty-three estimated for the study was selected using stratified and simple random sampling technique, out of which a total of 110 responded to the study. The data for the study was obtained primarily through questionnaire. The data was analyzed using Pearson Correlation Coefficient, one-way ANOVA and Simple linear regression. The result of the study revealed a positive significant relationship between the service quality dimensions and customer satisfaction with service delivery. In view of this, it is recommended that Private security companies seeking to improve their customers' satisfaction levels, in their effort to increase loyalty, retention rates and attract new customers should focus on providing high quality services delivery.

DEDICATION

This work is dedicated to my sweet husband Richard Kwasi Nyamah, my

brother Alfred Ebo Dontoh, and my Sister Philomena Dontoh.

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CHAPTER ONE

INTRODUCTION

Background of the Study

The need for security has been a part of the human condition since ancient times. These early societies had to plan for security due to warfare and pillaging by individuals and groups. To prevent or mitigate losses of life and property, people and cities employed military personnel or designated others to perform "night watches" to maintain order and defend against attacks and losses. In the more modern sense, security has developed alongside law enforcement from the time the London Metropolitan Police became the first truly professionally managed law enforcement department nearly 200 years ago (McNally, 2012)**.**

Adequate and effective security is the bedrock for the socio-economic development of any society. Historically, the state has been the ultimate provider of security for citizens. The state uses its security apparatus such as the military, police and the intelligence services in the control and prevention of crime. Security exhibits the characteristics of a public good for which reasons state provisioning has always been the norm. In recent times, however, state provisioning of security has been inadequate and ineffective (Friedrich Ebert Stiftung [FES], 2011).

The shift in economic policy, which occurred at the beginning of the 1980s, has led many governments to cut back on the provision of social services including security. Governments are now emphasizing fiscal

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prudence leading them to withdraw from providing essential services in the singular efforts to cut expenditure and rein in deficits. This has affected the ability and willingness of the state in many countries to provide security as a public good (Badong, 2010). This has created security vacuum that is increasingly being filled by private security companies. According to Funmi, Ikpe, and Badong (2009), the provision of security by the state in many developing countries has largely been inadequate hence the need for private security firms.

In Ghana, as in many developing countries, increasing urbanization combined with rising joblessness has led to an increasing crime wave. A large section of the Ghanaian population has witnessed an increase in crime and the perception of crime and insecurity since 1990 (Sule, 2009). However, the increases in crime have not been met by a corresponding increase in public security provision to guarantee the safety of citizens and property. In 2010, the total staff of the Ghana police for instance stood at 24,000. This compared to an estimated population of 24.3 million projects a low capability. In its five year (2010-2014) Strategic National Policing Plan the Ghana Police admitted that the increase in armed robberies, ethnic conflicts, cyber crimes, trafficking of narcotic drugs and increasing population pressure continue to expose the inadequacy of its existing staff strength and capability to protect life and property (FES, 2011).

According to Aning and Lartey (n.d), the increasing crime wave and the inadequacy in capacity of the Ghana Police Service to provide the population with adequate security are some of the reasons for the growth of

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private security organizations in the country. But the growing numbers of private security companies also reflect government's efforts at growing the private sector and outsourcing of previously governmental functions to the private sector.

The private security industry continues to contribute to the security needs of both private individuals and businesses. The industry has also become a major source of employment particularly for young and unskilled workers. The private security personnel are commonly seen at banking premises, bonded houses, manufacturing enterprises, offices as well as residential areas. They have become custodians of lives and property (FES, 2011).

Private security companies can be put into two groups. There are those that are operated by quasi public institutions such as universities and multinational organizations. These institutions recruit and train personnel whose services are retained with the same establishment. The second category, and perhaps the most visible private security operators in the country, is the profit-oriented private security agencies. These are private security entities that recruit and train personnel whose services are demanded by private individuals and business entities. For the purpose of this study, private security workers refer to the second category: those employed by profit oriented private security agencies (FES, 2011).

Private security companies in Ghana operate like recruitment agencies by providing security personnel to individuals and firms. The common arrangement is where the private security agency remains the employer of the

private security worker. Thus, the private security agency receives service charges from the client (an individual, household or a firm), from which the worker is paid. In this kind of arrangement, payment of wages and benefits to the worker become the responsibility of the private security agency (FES, 2011).

Westec Security Systems Ghana Limited is one of the profit-oriented private security companies that recruit and train personnel whose services are demanded by private individuals and business entities. The company has been in operation since 1995. The priority of the company is to provide the very best in security services thus ensuring customer satisfaction. The security operations of the company are designed to cover the staff, property, assets, equipment and the reputation of the organization with which the company has signed a contract. This responsibility is not limited to the assets and employees, but also to non-employees and guests who are invited to the premises of the organization. It is the policy of Westec Security Systems Ghana Limited to provide an excellent security service to the client throughout the contract period and to ensure service quality and customer satisfaction.

Statement of the Problem

In today's competitive market environment, understanding of customer's needs and handling complaints in order to provide quality service has become an important factor for service providers' successes. Customer satisfaction, on the other hand, is of great interest to practitioners because of its importance to customer retention and loyalty as well as its long term effect on profitability and growth of business.

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Westec Security Systems Ghana Limited is a private security organization, which provides security services to commercial (corporate, industry) and residential facilities. Notwithstanding its achievements in the security industry, the customers of the company of late have made several complaints about the quality of service being rendered by the company. For instance, recently, several customers of the company have been complaining about the security officers, thereby threatening to terminate their contract with the company (Annual Report, 2015).

It is, therefore, important that the company provide its customers with high quality services to avoid losing a greater proportion of its customers to their competitors. It is important, first of all, for the company to understand the attributes that the customers use to judge service quality and to determine the level of their customer's satisfaction, as well as the needs and wants of their customers so as to improve on these attributes and to achieve customer retention. It is in the light of this that this research was conducted to assess the service quality and customer satisfaction of customers of Westec Security Services Limited using the SERVQUAL model.

Service quality and customer satisfaction has received considerable attention in the marketing literature, especially in the United States, Europe , Asian, and Africa (Kumasey, 2014; Olu, 2010; Shanaki, Ranjbar & Shakhsian, 2012; Biljana and Jusuf, 2011; Chingang & Lukong, 2010; Loke et, al., 2011). Within this research area, numerous empirical studies have reported the positive relationship between customer satisfaction and service quality (Andaleeb & Conway, 2006).

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In Ghana a numerous studies have been conducted on customer satisfaction and service quality (Amoako, Arthur, Bandoh & Katah, 2011; Nimako & Azumah, 2009; Kumasey, 2014; Nimako, Gyamfi, & Wandaogou, 2013; Dankwah, 2013; Horsu & Yeboah, 2015; Donkoh, Quainoo, Cudjoe & Kaba, 2012). However, these studies have looked at customer service quality and satisfaction in other organizations and areas other than the private security sector in Ghana. This, however, has created a void in literature with respect to customer satisfaction and service quality in the private security sector in Ghana. This study fills this gap by examining customer satisfaction and service quality in the private security service sector with respect to the service quality dimensions (SERVQUAL) using Westec Security Systems Ghana Limited.

Purpose of the Study

The purpose of this study was to examine customer satisfaction and service quality in the private security service sector with respect to the service quality dimensions (SERVQUAL) using Westec Security Systems Ghana Limited.

Research Objectives

The main objective of the study was to assess service quality and customer satisfaction using SERVQUAL model at Westec Security Systems Ghana Limited. Specifically, the study sought to:

1. determine the level of service quality of Westec Security Systems Ghana Limited.

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2. determine level of customer satisfaction of Westec Security Systems Ghana Limited.

3. determine the service quality dimensions that bring satisfaction to customers of Westec Security Systems Ghana Limited.

4. determine the relationship between customer satisfaction and the service quality dimensions of Westec Security Systems Ghana Limited.

5. compare customers' satisfaction level and service quality based on customers' identity (individual, corporate, Bank).

Research Questions

The study sought to find answers to the following research questions:

1. What is the level of service quality of Westec Security Systems Ghana Limited?

2. What is the level of customer satisfaction of Westec Security Systems Ghana Limited?

3. Which service quality dimensions brings satisfaction to customers of Westec Security Systems Ghana Limited?

4. Is there a significant relationship between service quality and customer satisfaction at Westec Security Systems?

5. Does customers' satisfaction level and service quality differ based on customers' identity (individual, corporate, Bank)?

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Significance of the Study

Existing knowledge on service quality and customer satisfaction in the private security industry within the context of Ghana is limited and a thorough analysis of the literature is currently unavailable (Amoako, Arthur, Bandoh & Katah, 2011; Nimako & Azumah, 2009; Kumasey, 2014; Nimako, Gyamfi, & Wandaogou, 2013; Dankwah, 2013; Horsu & Yeboah, 2015; Donkoh, Quainoo, Cudjoe & Kaba, 2012). This study will therefore fill a significant gap in the literature by providing empirical findings on the subject matter within the Ghanaian context.

The study will help Westec Security Systems Ghana Limited to develop and implement effective service quality improvement initiatives. It will also serve as a valuable source of information that will highlights the switching intention of customers to other operators. The study will also essentially uncover dimension of service quality that Westec Security Systems Ghana Limited customer should consider as important.

The study will provide empirical support for management strategic decision in several critical areas of their operation and to provide a justifiable valid and reliable guide in designing workable service delivery improvement strategic for creating and delivering customer value, achieving customer satisfaction and loyalty, building long term mutually beneficial relationship with customers and achieving sustainable growth in Westec Security Systems Ghana Limited.

To the management of Westec Security Systems Ghana Limited, the findings and results that will be reported in this study will provide a more

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reliable scientific measure and perspective for describing and evaluating the overall customer satisfaction with the services they offer. It will particularly, identify the challenges of the company, exposes its weaknesses and how these affects the quality of service delivery and consumer satisfaction.

Delimitations of the Study

To thoroughly assess the service quality and customer satisfaction of customers of Westec Security Services Limited within the time frame for the study, there should be delimitations of the study. The study was delimited by the following:

1. The study focused only on assessing the service quality and customer satisfaction of customers of Westec Security Systems Ghana Limited.

2. Although a number of models have been developed to examine service quality and customer satisfaction, the focus of this study was to examine customer satisfaction and service quality in the private security service sector using the SERVQUAL model.

3. The study was limited to customers of the Head Office Branch of Westec Security Systems Ghana Limited, Accra. This area of study ensures easy access to information given the time constraint.

4. The study was also limited to the company's customers such as banks, individuals and other corporate organizations the company provides private security services.

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Limitations of the Study

The study was limited by the following:

1. The study only focused on the customers of banks, individuals and other corporate organizations of Westec Security Systems Ghana Limited, hence findings of the study will be limited to only customer of clienteles of Westec Security Systems Ghana Limited. Thus, the findings from this study may not be applicable to the entire Private Security Industry in Ghana. Therefore, caution must be taken when generalizing the findings from the study.

2. The activities of the participants of the study, other than the administration of the data collection instrument, were and could not be controlled. This in a way may affect the participants' response to the questionnaire.

Organisation of the Study

The study was organized in five chapters. In Chapter One, the introduction of the study was presented. The chapter covered a description of the background to the study, the statement of the problem under study, the purpose of the study, objectives of the study, research questions, significance of the study, delimitations, and limitations of the study and organization of the study. The literature related to the study is reviewed in Chapter Two, which looked at the theoretical and empirical review of the study. In Chapter Three, the general methodology of the study was described, which included the research design, the population and the sample of the study, the sampling

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design, a description of the instrument that was used in the data collection, the procedure for the collection of the data and the method of data analysis. Chapter Four focused on discussion of the results of study. Finally, in Chapter Five, summary, conclusions, and recommendations of the study were presented.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This study was to examine customer satisfaction and service quality in the private security service sector with respect to the service quality dimensions (SERVQUAL) using Westec Security Systems Ghana Limited. This chapter presents the review of literature related to the study. The literature related to the study was reviewed based of the main objectives of the study. The literature review also presented the conceptual framework of the study.

Theoretical Review

Concept of Service

Concepts of service are of great importance. This is because of the impact it has in businesses across the world. Service is largely intangible and is normally experienced simultaneously with the occurrence of production and consumption. It is the interaction between the seller and the buyer that renders the service to customers (Groonroos, 1988, as cited in Kumasey, 2014). Service could also be viewed as any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything.

Kotler and Keller (2009), defined services as a form of product that consists of activities, benefits, or satisfactions offered for sale that are essentially intangible and do not result in the ownership of anything. In the opinion of Lovelock and Wright (2007), services refers to economic activities

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offered by one party to another, most commonly employing time-based performances to bring about desired results in recipients themselves or in objects or other assets for which purchasers have responsibilities.

Some scholars, however, contend that service and services have different connotations (Nimako & Azumah, 2009). Whilst "service" involves the whole organizations performance in providing the customer with a good experience, "services" implies something that can be offered to the customer. Needless to say, "services" by definition are outcome-related or directed at the value created since it is something of value delivered to a performance to meet customers' needs. Services are also distinguished from goods because they possess some unique characteristics (Mohamed & Shirley, 2009).

Service Quality

Service quality is commonly noted as a critical prerequisite and determinant of competitiveness for establishing and sustaining satisfying relationships with customers. Previous studies suggest that service quality is an important indicator of customer satisfaction (Spreng & Machoy, 1996, as cited in Anber & Shireen, 2011). Attention to service quality can make an organization different from other organizations and gain a lasting competitive advantage (Boshoff & Gray, 2004). In particular, consumers prefer service quality when the price and other cost elements are held constant (Turban, 2002). It has become a distinct and important aspect of the product and service offering (Caruana, 2002). According to Brady and Robertson (2001), as cited in Olu (2010), service quality helps to create the necessary competitive

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advantage by being an effective differentiating factor. Service quality was initiated in the 1980s as the worldwide trend when marketers realized that only a quality product could guarantee and maintain competitive advantage (Boshoff & Gray 2004).

Grönroos (1982), as cited in Agbor (2011), described the service quality as customer's perception of difference between the expected service and the perceived service. Asubanteng, Mccleary and Swan (1996), as cited in Shahin (2006), defined service quality as the difference between customers' expectations for service performance prior to the service encounter and their perceptions of the service received. Gefan (2002), as cited in Biljana and Jusuf (2011), defined that service quality as the subjective comparison that customers make between the quality of the service that they want to receive and what they actually get.

Parasuraman, Zeithaml, and Berry (1985), as cited in Agbor (2011), defined service quality as the comparison between customer expectations and perceptions of service.

In addition, they suggested three underlying themes after examination of the previous writing and literature on services:

(1) service quality is more difficult for customer to evaluate than goods quality,

(2) service quality perceptions result from a comparison of consumer expectations with actual service performance, and

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(3) quality evaluations are not made solely on the outcome of service; they also involve evaluations of the process of service process of service delivery

Service Quality Measurement (SERVQUAL Model)

The SERVQUAL model, which is also known as the gap model by Parasuraman, Zeithaml and Berry (1988), has been proven to be one of the best ways to measure the quality of services provided to customers. This service evaluation method has been proven consistent and reliable by some authors (Agbor, 2011). They held that, when perceived or experienced, service is less than the expected service; it implies less than satisfactory service quality; and when perceived service is more than expected service, the obvious inference is that service quality is more than satisfactory (Jain & Gupta, 2004, as cited in Agbor, 2011). The original study by Parasuraman et al. (1988) presented ten dimensions of the service quality model:

- **Tangibles:** the appearance of physical artefacts and staff members connected with the service (accommodation, equipment, staff uniforms, and so on).

- **Reliability:** the ability to deliver the promised service.

- **Responsiveness:** the readiness of staff members to help in a pleasant and effective way.

- **Competence:** the capability of staff members in executing the service.

- **Courtesy:** the respect, thoughtfulness, and politeness exhibited by staff members who are in contact with the customer.

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- **Credibility:** the trustworthiness and honesty of the service provider.

- **Security:** the absence of doubt, economic risk, and physical danger.

- **Access:** the accessibility of the service provider.

- **Communication:** an understandable manner and use of language by the service provider.

- **Understanding the customer:** efforts by the service provider to know and understand the customer.

After refinement, these ten dimensions were later reduced to five dimensions, as discussed below:

- **Tangibility:** physical facilities, equipment, and appearance of personnel

- **Reliability:** ability to perform the promised service dependably and accurately

- **Responsiveness:** willingness to help customers and provide prompt service

- **Assurance:** knowledge and courtesy of employees and their ability to inspire trust and Confidence

- **Empathy:** caring individualized attention the firm provides to its customers

To confirm the validity of SERVQUAL model in the evaluation of service quality, Zeithaml, Berry and Parasuraman (2006), stated that, "service quality is a focused evaluation that reflects the customer's perception of reliability, assurance, responsiveness, empathy, and tangibles" (Zeithaml et al., 2006). They added that among these dimensions, "reliability" has been shown

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consistently to be the most important dimension in service quality (Zeithaml et al., 2006).

Service Quality (SERVQUAL Model) Gaps

Service quality gap is the difference, imbalance or disparity which is determined to exist between customers' perception of firm performance and their prior expectation. Service quality (SQ) perceived by customers is therefore as a result of a comparison of customers' expectation (E) of services that the organization should offer versus their perception of the performance (P) delivered by the service organization.

Service Quality (SQ) = Customer's Perception (P) – Customer's Expectations (E)

Management of service quality largely focuses on managing the gaps between expectations and perceptions of customers (Zeithaml & Bitner, 2003, as cited in Kumasey, 2014). The goal of the firm is to minimize the gap between (P) and (E). There are five major gaps in the service quality model (SERVQUAL) proposed by Parasuraman et al. (1988), which are shown in Figure 1 and discussed as follows:

- **Gap1: consumer expectation-management perception gap**: Management may have inaccurate perceptions of what consumers actually expect. It requires the appropriate management processes, market analysis tools and attitude.

- **Gap2: Management perceptions versus service specifications:** as a result of inadequate commitment to service quality, a perception of

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unfeasibility, inadequate task standardization and an absence of goal setting.

- **Gap3: Service specifications versus service delivery:** as a result of role ambiguity and conflict, poor employee-job fit and poor technology-job fit, inappropriate supervisory control systems, lack of perceived control and lack of teamwork.
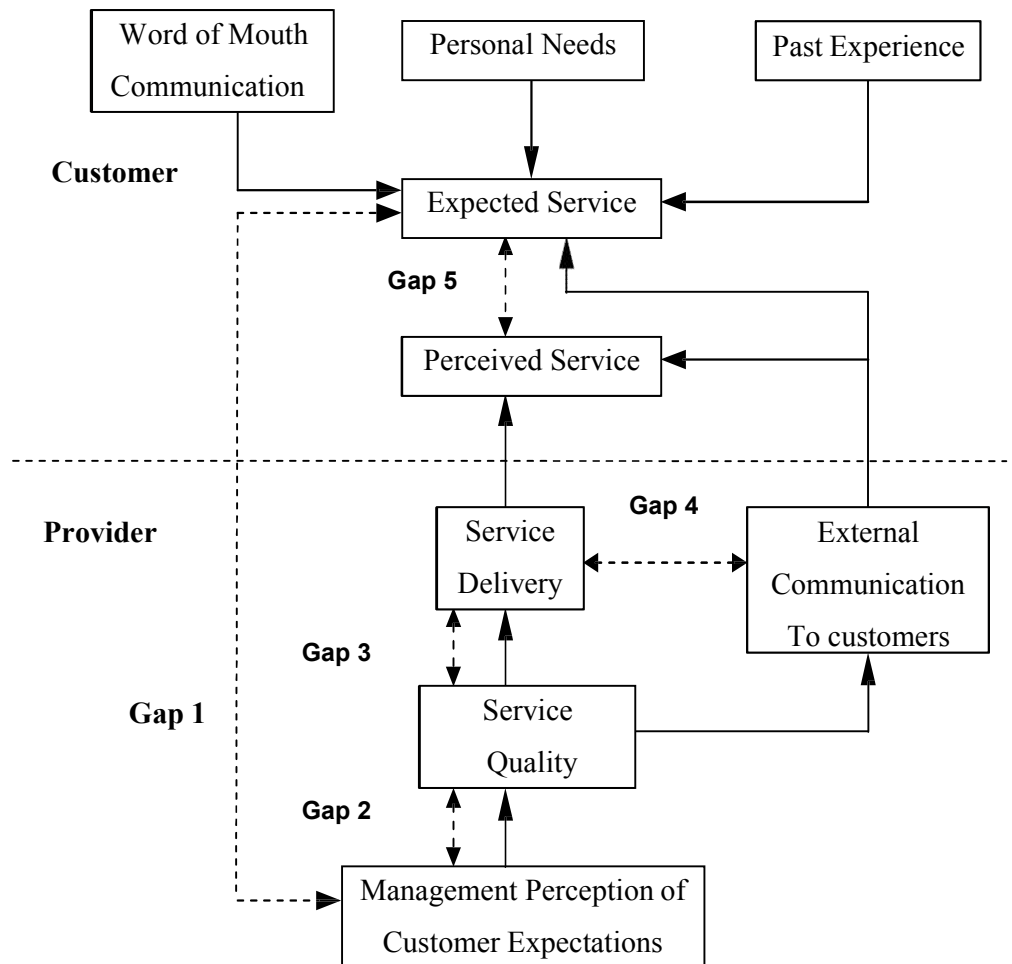
Figure 1: Service quality model gaps **(**Parasuraman et al., 1988)

- **Gap4: Service delivery versus external communication:** as a result of inadequate horizontal communications and propensity to over-promise.

- **Gap5: The discrepancy between customer expectations and their perceptions of the service delivered:** as a result of the influences exerted from the customer side and the shortfalls (gaps) on the part of the service provider.

In this case, customer expectations are influenced by the extent of personal needs, word of mouth recommendation and past service experiences.

According to Brown and Bond (1995), as cited in Kumasey (2014), "the gap model is one of the best received and most heuristically valuable contributions to the services literature". The model identifies five key discrepancies or gaps relating to managerial perceptions of service quality, and tasks associated with service delivery to customers. The four gaps (Gap 1, Gap 2, Gap 3, and Gap 4) are identified as functions of the way in which service is delivered, whereas Gap 5 pertains to the customer and as such is considered to be the true measure of service quality. The Gap on which the SERVQUAL methodology has influence is Gap 5.

This study, therefore, measures the service quality of Westec Security Systems Ghana Limited by measuring the discrepancy between customer expectations and their perceptions of the service delivered the company (Gap5).

Customer Satisfaction

Customer satisfaction is a term that has received considerable attention and interest among scholars and practitioners, perhaps because of its importance as a key element of business strategy, and goal for all business activities especially in today's competitive market (Lovelock & Wirtz, 2007). This is because several researchers have looked at the concept from different perspectives.

Customer-centered companies have emphasized a better understanding of customers' needs and wants, and then translated them into the capability to give customers what they really need and want. Customer satisfaction is essential for corporate survival or existence.

According to Olu (2010), customer satisfaction is defined as the result of a cognitive and affective evaluation, where some comparison standard is compared to the actually perceived performance.

If the perceived performance is less than expected, customers will be dissatisfied. On the other hand, if the perceived performance exceeds expectations, customers will be satisfied. Otherwise, if the perceived expectations are met with performance, customers are in an indifferent or neural stage (Kotler & Armstrong, 2006). In general, increased customer satisfaction leads to

- higher customer retention rate,
- increases customer repurchase behaviour, and
- ultimately drive higher firm profitability.

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Customer satisfaction is a personal feeling of either pleasure or disappointment resulting from the evaluation of services provided by an organization to an individual in relation to expectations (Leisen & Vance, 2001, as cited in Loke, Ayankunle, Hanisah & Alan, 2011). Service providers frequently place a higher priority on customer satisfaction, because it has been seen as a prerequisite to customer retention. As a positive outcome of marketing activities, high customer satisfaction leads to repeat visitation to stores, repeat product purchases, and word-of-mouth promotion to friends (Anderson, Fornell & Lehmann, 1994, as cited in Agbor, 2011), while low customer satisfaction has been associated with complaining behavior (Zeithaml, et al, 2006, as cited in Loke et, al., 2011). A satisfied customer often stays loyal longer, and is likely to patronise the firm in future (Kotler & Armstrong, 2006).

Customer satisfaction is the customers' evaluation of services after purchase as opposed to their expectation (Zeithaml & Bitner, 2003, as cited in Kumasey, 2014). Baker and Crompton (2000), as cited in Anber and Shireen (2011), defended satisfaction as a personal experience and mentality related the nitration between personal expectation and actual receive. Customer satisfaction is the overall evaluation to services. It is the reflection customers make to their previous purchase. If it always exceeds their expectation, their loyalty increases.

Generally, there are two general conceptualizations of satisfaction, namely transaction specific satisfaction and cumulative satisfaction (Yi & La, 2004, as cited in Olu, 2010). Transaction specific satisfaction is a customer's

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evaluation of his or her experience and reactions to a particular service encounter (Boshoff & Gray, 2004), and cumulative satisfaction refers to the customer's overall evaluation of the consumption experience to date (Cook, 2008).

According to Shanaki, Ranjbar and Shakhsian (2012), generally, customer's satisfaction can be defined as the attitude judgment about the purchase. It is to be mentioned that satisfaction is based on service encounter. There is a different between "customer's satisfaction" and "service encounter quality": the former is an emotional evaluation after consumption, while the latter is the customer's cognitive judgments about the behaviours of the service provider during the purchase.

In business markets, there are significant differences between the consumers according their decision units. Evaluating the satisfaction of different members of any purchase center who are in contact with the trade (or industrial provider) is necessary for assessing the customer's satisfaction of the business. Although the members of the purchase center follow the company's goals, but they have their own motivations and goals, and they evaluate the performance of the service or product on the basis of their own preferred standards (Boshoff & Gray, 2004).

Accordingly, Schumpeter presents a new definition for satisfaction: "the evaluation of purchase center members of their purchase experience, product usage, and their relation with the service or product during the times" (Shanaki, Ranjbar & Shakhsian, 2012). This definition offers a basis for conceptualization and assessment of the business customer's satisfaction. It

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regards the perceptions of the service quality as a determinant factor in customer's satisfaction. There are several evidences confirming the fact that the functional judgments about the service play a vital role in shaping the customer's satisfaction of the business (Shanaki, Ranjbar & Shakhsian, 2012).

Customer Satisfaction Measurement

Measuring customer satisfaction could be very difficult at times, because it is an attempt to measure human feelings. It was for this reason that some existing researcher presented that the simplest way to know how customers feel, and what they want is to ask them (Levy, 2009, as cited in Shanaki, Ranjbar & Shakhsian, 2012). Levy (2009), as cited in Shanaki, Ranjbar and Shakhsian, (2012), in his studies, suggested three ways of measuring customer satisfaction:

- A survey where customer feedback can be transformed into measurable quantitative data:

- Focus group or informal where discussions orchestrated by a trained moderator reveal what customers think.

- Informal measures, like reading blocs, talking directly to customers.

In relating customer satisfaction and service quality, researchers have been more precise about the meaning and measurements of satisfaction and service quality. Satisfaction and service quality have certain things in common, but satisfaction generally is a broader concept, whereas service quality focuses specifically on dimensions of service (Wilson, 2008).

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Although it is stated that other factors such as price and product quality can affect customer satisfaction, perceived service quality is a component of customer satisfaction (Zeithaml et al., 2006). This theory complies with the idea of Wilson (2008) and has been confirmed by the definition of customer satisfaction presented by other researchers.

Wilson (2008) presented a situation that service quality is a focused evaluation that reflects the customer's perception of reliability, assurance, responsiveness, empathy and tangibility while satisfaction is more inclusive and it is influenced by perceptions of service quality, product quality and price, also situational factors and personal factors.

Sureshchandar, Rajendran, and Anantharaman (2002), as cited in Agbor (2011), in their study of customer satisfaction and service quality, found out that these two variables are related, confirming the definitions of both variables which have always been linked. They also dictated that service quality is more abstract because it may be affected by perceptions of value or by the experiences of others that may not be so good, than customer satisfaction which reflects the customer's feelings about many encounters and experiences with service firm.

The literature review so far has shown that none of the studies had tested the five dimensions of SERVQUAL and customer satisfaction and service quality at the same time to confirm relationship between customer satisfaction and service quality in the service sector especially in the private security industry. This research, therefore, fills the gap by measuring service quality and customer satisfaction using the SERVQUAL model.

Factors that Affect Customer Satisfaction

There are many factors that affect customer satisfaction. Such factors include friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy of billing, billing timeliness, competitive pricing, service quality, good value, billing clarity and quick service (Hinson, 2006). From the studies carried out in many countries, factors like: service quality, and perceived value, are the key constructs affecting the customer's satisfaction with mobile services.

Studies also point out that customer satisfaction results ultimately in trust, price tolerance, and customer loyalty. Therefore, building customer relationship is a backbone for all organizations in general, and companies in service industries in particular. Issues like: customer satisfaction, service quality, customer perception, customer loyalty, are the main concerns of the nowadays service companies, which improves organization's performance and translates into more profits.

Sahin, Demir, Celik and Teke (2006) in an effort to find out whether customers were satisfied with the food services in the military hospital in Turkey, realized that specific demographic characteristics were not of significance in determining the satisfaction of the patients but the appearance and taste of food. Their emphasis on demographic characteristics gives the reader the impression that they thought it was going to be an important factor.

Another study in Jiangsu province, China, seeking to find out the differences in food preferences between students of different socio-demographic backgrounds and characteristics stated in their literature that

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societal and cultural factors as well as environmental and indigenous factors shape children's food choices (Shi et al., 2005). This makes them appreciate food quality differently and often because they are not used to it, or they do not like it at all or because of some traditional beliefs associated with the different demographic characteristics. It is however a little contradiction but it is a depiction of the complexities in the concept of satisfaction that some researchers seek to explain.

Baileyt and Pearson (1983), as cited in Chingang & Lukong, 2010), identified 38 factors that affected the satisfaction of consumers of computers which are customized for computer users some of which were quality of the product, flexibility, reliability, priorities determination, security and expectations. In online education structure, transparency and communication potentials influence the satisfaction of students and enhance the learning process.

It has, however, been identified that human needs, quality of services and products, the user friendly nature of product and services, and comfort assurance (Baileyt et al., 1983, as cited in Chingang & Lukong, 2010) are some of the important determinants of customer satisfaction. Even though different customers will require different levels and combinations of these variables, they generally are important factors that affect customer satisfaction.

Matzler, Hinterhuber, Bailom, and Sauerwein (2002) went a step forward to classify factors that affect customers' satisfaction into three factor structures;

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(1) **Basic factors:** these are the minimum requirements that are required in a product to prevent the customer from being dissatisfied. They do not necessarily cause satisfaction but lead to dissatisfaction if absent. These are those factors that lead to the fulfilment of the basic requirement for which the product is produced. These constitute the basic attributes of the product or service. They thus have a low impact on satisfaction even though they are a prerequisite for satisfaction. In a nutshell competence and accessibility.

(2) **Performance factors:** these are the factors that lead to satisfaction if fulfilled and can lead to dissatisfaction if not fulfilled. These include reliability and friendliness.

(3) **Excitement factors**: these are factors that increase customers' satisfaction if fulfilled but does not cause dissatisfaction if not fulfilled which include project management.

Customer Expectations

Expectations play an important role in the satisfaction formation. The extent to which a product or service fulfils a customer's need and desire may play an important role in forming feelings of satisfaction because of the impact of confirmation or disconfirmation that have on satisfaction. Consumers expect to be delivered quality products and services; therefore companies try to offer quality products and services. The term expectations really matters to companies because they want to know what customers' expectations are. The

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term "expectations" has different uses, in the satisfaction literature, it is viewed as a prediction made by a consumer about what is likely to happen during an exchange or transaction.

According to Oliver (1981), as cited in Kumasey (2014, pp.25- 48), "… expectations are consumer-defined probabilities of the occurrence of positive and negative events if the consumer engages in some behaviour". In the contrast, in the service quality literature it is defined as desires and wants, what a service provider should offer rather than would offer. Customers form their expectations from their past experience, friends' advice, and marketers' and competitors' information and promises (Kotler, 2000, as cited in Biljana & Jusuf, 2011). Therefore, perceived service quality is viewed as the difference between consumers' perceptions and expectations for the service provided. Organizations in order to keep expectations from rising, they have to perform services properly from the first time (Parasuraman et al. 1988, as cited in Olu, 2010).

Thus, customer expectations for the service are likely to rise when the service is not performed as promised. Expectations serve as reference points in customer's assessment of performance (Cronin & Taylor, 1992, as cited in Agbor, 2014). Thus, retailers can increase customer satisfaction by decreasing customer expectations.

Customer Perception

Customer perception is an opinion about something viewed and assessed and it varies from customers to customers, as every customer has

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different beliefs towards certain services and products that play an important role in determining customer satisfaction. Customer satisfaction is determined by the customers' perceptions and expectations of the quality of the products and services. In many cases, customer perception is subjective, but it provides some useful insights for organizations to develop their marketing strategies.

Providing high level of quality service has become the selling point to attract customer's attention and is the most important driver that leads to satisfaction. Therefore, customer perception and customer satisfaction are very closely linked together, because if the perceived service is close to customer's expectations it leads to satisfaction. Satisfied customers provide recommendations; maintain loyalty towards the company and customers in turn are more likely to pay price premiums (Reichheld, 1996, as cited in Biljana & Jusuf, 2011).

Empirical Review

Customer Satisfaction and the Service Quality in the Service Sector

Service quality and customer's satisfaction are two different concepts with different definitions. Service quality is the general evaluation of customers' experience with an organization, while satisfaction is the evaluation of particular experiences with the organization. With regard to the relation between service quality and customer's satisfaction, one can ask if the satisfaction gives rise to judgments about the quality, or the judgments about quality will lead to customer's satisfaction (Schneider & White, 2005, as cited in Biljana & Jusuf, 2011).

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It seems that there is an agreement on the answer of the question: judgments about the quality will lead to satisfaction (Parasurmam, 1998, as cited in Shanaki, Ranjbar & Shakhsian, 2012). According to tentative findings, service quality is prior to customer's satisfaction; and customers expectation is applied as the standard for comparing the satisfaction and dissatisfaction of the customer. Customer's satisfaction is the result of experiencing real service in confronting the organization and customer's expectation of the organization. There is a close relation between the perceived service quality and the customer's satisfaction so that the both are the result of customer's experience with the organization (Heskett & Swe, 1997, as cited in Shanaki, Ranjbar & Shakhsian, 2012).

According to Brink et al, the customers evaluate the services on the basis of provided service quality and the level of their obtained satisfaction. These two concepts of service quality and satisfaction are the main focus point of the organization because they are the factors to be assessed quantitatively. The reason for such an assessment is that the organizations will make themselves distinctive from other organizations by providing higher-quality services and absorbing the customers' satisfaction (Brink & Berndt, 2005, as cited in Agbor, 2014).

Brink and Berndt believe that although every successful organization intends to provide the services that satisfy the customers, yet this is not the only aim of the organization, but other aims, like gaining the competitive advantage and obtaining more benefits, are other important goals of the organization (as cited in Kumasey, 2014).

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Service quality and customer satisfaction has received considerable attention in the marketing literature (Kumasey, 2014; Olu, 2010; Shanaki, Ranjbar & Shakhsian, 2012; Biljana and Jusuf, 2011; Chingang & Lukong, 2010; Loke et, al., 2011). Within this research area, numerous empirical studies have reported the positive relationship between customer satisfaction and service quality (Andaleeb & Conway, 2006).

The European and American customer satisfaction indices models, however, suggest that service quality is a component of satisfaction (Fornell, Johnson, Anderson Cha & Bryant., 1996, as cited in Biljana & Jusuf, 2011). Firms that provide superior service quality also have a more satisfied customer base (Gilbert & Veloutsou, 2006).

Olu (2010) investigated the relationship between service quality and customer satisfaction in the telecommunication industry with a focus on Mobile Telecommunication Network (MTN) in Nigeria. Regression analysis and Pearson product moment correlation coefficient were employed in testing our hypotheses. The study reveals that service quality has effect on customer satisfaction and that there is a positive relationship between service quality and customer satisfaction. The researcher concluded by recommending that organizations should focus more attention on service quality, because of its effects on customer satisfaction.

Agbor (2011) examined the relationship between customer satisfaction and service quality in service sectors with respect to the service quality dimensions. Convenience sampling technique was used to collect quantitative data from customers of Umea University, ICA and Forex to get their

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satisfaction levels and meaning of service quality which were substituted in the SERVQUAL model. The study showed distinctive results for the relationship between service quality dimensions and service quality/customer satisfaction. ICA and Forex had significant relationship between service quality and customer satisfaction; but Umea University had no significant relationship between service quality and customer satisfaction. Meanwhile the group result showed that: ´responsiveness`, empathy´ and ´reliability´ were significantly related to service quality; ´reliability` and `empathy`, were significantly related to customer satisfaction but `responsiveness` was not significantly related to customer satisfaction; meanwhile service quality was significantly related to customer satisfaction.

Kumasey (2014) examined service quality and customer satisfaction in the Ghanaian public service. Using correlational research design and a purely quantitative research approach, the researcher collected data from 304 participants using questionnaire. The hypotheses were tested using Pearson product-moment correlation test. The result showed that service quality significantly and positively related with customer satisfaction. In addition, customer perception and expectation significantly and positively related with customer satisfaction.

Loke et.al. (2011), using the SERVQUAL model, examined the impacts of reliability, responsiveness, assurance, empathy and tangible aspects on customer satisfaction. A total of 200 current users of a GSM provider participated in this study. Gap analysis was used to determine the perceived importance and satisfaction on each dimension of service quality, and

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regression analysis was conducted to test the relationship between service quality and levels of customer satisfaction. Results indicated that reliability, responsiveness, assurance and empathy significantly positively influenced customer attitudes in terms of satisfaction and loyalty. In addition, t-test results showed that there was a significant gap between the perceived satisfaction and importance (P-I) on all of the service quality dimensions.

Shanaki, Ranjbar and Shakhsian (2012) assessed customer's satisfaction of the offered services in Iranian Shahid Rajayi Port and investigated the relation between such satisfactions with the dimensions of services quality. This research was conducted in Iranian Shahid Rajayi Port on 2011 as a descriptive survey. In this regard, a sample of 216 customers was selected. To analyze the data, the researchers used the mean, standard deviation, and Pearson correlation coefficient. In the area of satisfaction of overall services quality, the lowest mean belonged to the shipment companies, and the highest mean belonged to the investor companies. The correlation coefficient between customer's general satisfaction and the dimensions of service quality was confirmed for the variables of tangible factors, responsiveness, and accessibility; and it was confirmed for the dimensions of trust, knowledge, satisfaction, and recovery. The results of the mean showed that the goods owners and shipment companies were dissatisfied (or relatively dissatisfied) with all dimensions, and the investor companies were satisfied with the tangible factors, knowledge, accessibility, but dissatisfied with the other factors.

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Biljana and Jusuf (2011) applied the ACSI model in the context of service quality in the Macedonian mobile telecommunication industry in order to describe how customers perceive service quality and whether they are satisfied with services offered by T-Mobile, ONE, and VIP (three mobile telecom players). A structured questionnaire was developed from the ACSI model and was randomly distributed to the users of the three mobile operators to determine their satisfaction with service quality delivery in the Macedonian mobile telecommunication market. From the analysis carried out, it was found out that the overall service quality perceived by the customers was not satisfactory, that expectations were higher than perceptions. Customers were not satisfied with service.

Anber and Shireen (2011) examined the level of service quality as perceived by customers of commercial bank working in Jordan and its effect on customer satisfaction. Service quality measure was based on modified version of SERVQUAL as proposed by Parasuraman et al. (1988), which involved five dimensions of Service quality, namely Reliability, Responsiveness, Empathy, Assurance, and Tangibles. Customer satisfaction was measured by a nine items. The multiple regression analysis was employed to test the impact of service quality on customer satisfaction. The results of this study indicated that service quality is an important antecedent of customer satisfaction.

Arokiasamy and Tat (2014) assessed the relationship between service quality and customer satisfaction in the Malaysian Automotive Insurance industry. A total of 650 online structured questionnaires were mailed to

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respondents from five car insurance directories and 380 respondents replied to the questionnaire. Data collected were analyzed using Pearson Correlation and Multiple Regression Analysis. The results indicated that good relationship exists between service quality dimensions (reliability, empathy, assurance, responsiveness and tangibility) and customer satisfaction.

Yap and Kew (2014) examined the relationship between service quality, customer satisfaction and customer's re-patronage intentions in the context of the restaurant industry. The respondents were 377 restaurant patrons who completed the self-administered questionnaire. Pearson Correlation analysis indicated that service quality and customer satisfaction had a direct positive effect on customer's re-patronage intentions. Multiple Linear Regression highlighted customer satisfaction as a stronger predictor of re-patronage intentions compared to service quality.

Qingqing, Ade and Paul (2014) investigated customer's perception of Chinese fast food restaurant service quality and its relationship with customer satisfaction. Employing modified DINESERV scale. The study used both quantitative and qualitative research approaches. Qualitative data collection consisted of face-to-face interviews and group discussion. A questionnaire was developed using three sources: interview responses of the customers, the restaurant's survey and the literature. A total of 205 completed questionnaires were used in the analysis. The new measurement scale, Chinese Fast Food Restaurants Service Quality Scale (CFFRSERV), contained 28 items across six dimensions: assurance and empathy, food, cleanliness, responsiveness, reliability and tangibles. The findings from the study revealed that service

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quality variables have positive influence on customer satisfaction except reliability dimension.

Walfried, Chris and Robert (2000), as cited in Kumasey (2014), adopted two techniques in their study for service quality perspectives and satisfaction in private banking, the first was SERVQUAL and the second was a measure of technical/functional quality. In the second approach, technical quality involves what is provided while functional quality considers how it is provided. These two service quality measures were subsequently compared and contrasted as to their ability to predict customer satisfaction. The study provides initial support in favor of the idea that SERVQUAL and technical/functional quality-based models may be unequally or asymmetrically applicable across different settings and situations. The authors suggested employing both of these two measures in varying situations and contexts, as well as with different customer groups.

Zhu, Wymer and Chen (2002), as cited in Shanaki, Ranjbar and Shakhsian (2012), explored the impact of information technology (IT) on service quality in a large consumer bank. Their results showed that IT based services have a direct impact on the SERVQUAL dimensions and an indirect impact on customer perceived service quality and customer satisfaction. They also concluded that the evaluations of customers for IT based services were affected by their preference towards traditional services, experiences in using IT based services and perceived IT policies.

Rhoades and Waguespack (2005), as cited in Loke et, al. (2011), compared the service quality of US airlines before and after the terrorist

attacks of 11 September 2001 and found that service quality was at its optimum in 2002 as decreased utilisation of seats facilitated ontime performance, reduced overbooking, and fewer customer complaints.

Caruana (2002), as cited in Biljana and Jusuf (2011), evaluated service loyalty over 1000 retail banking customers in Malta. Results showed that customer satisfaction played a mediating role in the effect of service quality on service loyalty. Richard and Allaway (1993), as cited in Chingang and Lukong (2010), found that both technical and functional dimensions explained more of the variation in customer choice behavior than functional measures alone, as the technical dimension is easy to evaluate for a pizza delivery service.

Tiernan, Rhoades, and Waguespack (2008) offered a wider perspective on service quality measures on the basis of data from the Association of European Airlines (AEA) when they found that important factors in determining positive customer perceptions of the industry included on-time flight arrivals and an absence of cancellations and baggage problems.

Al Tamimi and Al Amiri (2003), as cited in Shanaki, Ranjbar and Shakhsian (2012), compared the five dimensions of SERVQUAL between the two main Islamic banks of UAE; Abu Dhabi Islamic Bank, and Dubai Islamic bank. Their study did not attempt to address different dimensions of service quality that might be related to UAE culture. An instrument for measuring service quality in UAE banks based on the five items of SERVQUAL was developed and tested in 2002. Factor analysis of the items of SERVQUAL resulted in three dimensions: tangibles, reliability, and empathy. They found out that reliability was the most important dimension of their instrument.

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While their factor analysis resulted in a three-dimension instrument, there was also no attempt to address new service quality dimensions that are particular to UAE culture.

Fen and Lian (2005), as cited in Olu (2010), found that both service quality and customer satisfaction have a positive effect on customer's re-patronage intentions showing that both service quality and customer satisfaction have a crucial role to play in the success and survival of any business in the competitive market. This study proved a close link between service quality and customer satisfaction.

A study carried out by Magi and Julander (2009), as cited in Chingang & Lukong (2010), among grocery stores in Sweden showed a positive relationship between perceived service quality, customer satisfaction and customer loyalty. It was proven that customer satisfaction results from high perceived service quality and this makes the customer loyal. However, it could be possible that a satisfied customer must not necessarily become a loyal customer.

Conceptual Framework

The conceptual framework, as shown in Figure 2, explains the underlying process, which is applied to guide this study. As discussed above, the SERVQUAL model is used for measuring service quality in the private security services. The same dimensions are used to measure customer satisfaction in the private security services because it is assumed that both are related (Parasuraman et al., 1988) and customer satisfaction is an antecedent

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of service quality (Negi, 2009, as cited in Chingang & Lukong, 2010). The service quality is measured by using the Gap 5 of the SERVQUAL model, which measures the discrepancy between customer expectations and their perceptions of the service.

Service Quality	Customer Satisfaction
Tangibles	Tangibles
Reliability	Reliability
Assurance	Assurance
Empathy	Empathy
Responsiveness	Responsiveness

Service Expectation

Service Performance
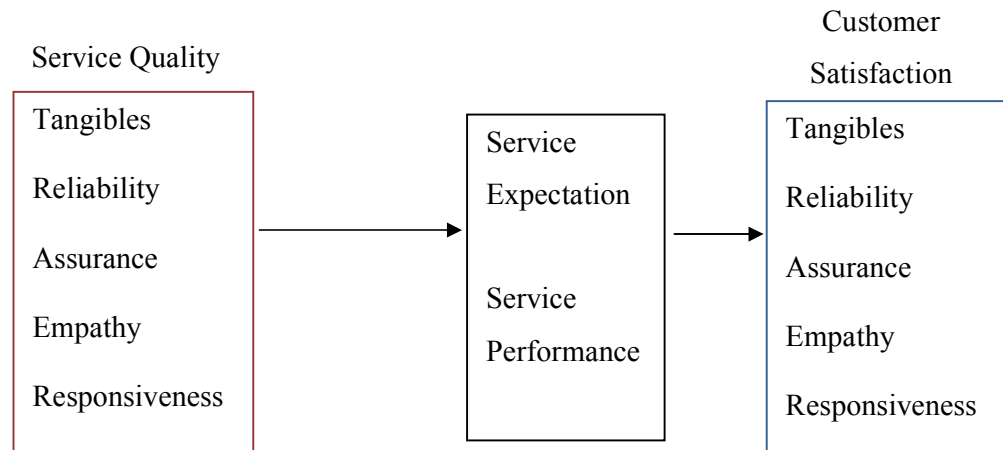
Figure 2: Conceptual model of the study

Source: Author's construct

A 24-item of the SERVQUAL model has been adopted in the study in order to identify the most important dimensions that matter most to customers and that bring them satisfaction. These items are outlined in the questionnaire.

CHAPTER THREE

RESEARCH METHODS

Introduction

This study was to examine customer satisfaction and service quality in the private security service sector with respect to the service quality dimensions (SERVQUAL) using Westec Security Systems Ghana Limited. This chapter gives a brief description on how this research conducted. This include a description of research design, the study area, population of the study, sampling procedure, data collection instruments, data collection procedures and data processing and analysis.

Research Design

This study employed both descriptive and explanatory research. It employs descriptive research design because the study sought to describe the level of service quality and customer satisfaction, using descriptive statistics such as mean and standard deviation. It also employs explanatory research design because the study seeks to explain the nature and extent of the relationship between service quality and customer satisfaction.

Study Area

The study was conducted at the Head Office Branch of Westec Security Systems Ghana Limited in the Greater Accra Region of Ghana. The customers of the branch, therefore, constituted the target population of the

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study. The Head Office Branch of Westec Security Systems Ghana Limited in the Greater Accra Region of Ghana was chosen as the study area because most of the customers of the company are found in the Greater Accra Region and at the Head Office Branch. Secondly, conducting this study using the Head Office Branch saved cost and time, considering the short duration given to the submission of the work.

Population of the Study

The target population of the study comprised of all the customers of Westec Security Systems Ghana Limited in Ghana. The target population of all the customers of Westec Security Systems Ghana Limited in Ghana was estimated to be 275. The accessible population of the study comprised of all the customers of the Head Office Branch of Westec Security Systems Ghana Limited in the Greater Accra Region of Ghana. The accessible population of the study comprised of individual clients, Banks, and other Corporate Institutions was at the Head Office Branch of Westec Security Systems Ghana Limited in the Greater Accra Region of Ghana. The accessible population was estimated to be 200 (Westec Security, 2015).

Sampling Procedure

A minimum sample size of 163 was estimated for the study. The sample size (n) of the study based on (1) an estimated target population (N) of 275 and (2) an error margin (α) of 5% was estimated using the appropriate

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statistical   formula   for   estimating   minimum   sample   size

$$n = \frac{N}{1 + N(\alpha)^2} = \frac{275}{1 + 275(0.05)^2} = 163 \text{ (Bartlett, Kotrlik \& Higgins, 2001).}$$

A multistage sampling technique was used to select the sample of the study. In the first stage the accessible population comprising of individual clients, Banks, and other Corporate Institutions were categorized as strata and stratified random sampling technique with proportional. In the second stage, simple random sampling technique was used to allocate the sample in each of the strata (See Table 1). The proportion of the subgroup in the population was estimated by dividing the estimated study population of each subgroup by the total estimated population and then multiplied by hundred percent.

Table 1: *Study Sample Size and Sampling Technique*

Subgroup in the Population	Estimated study population	Proportion of subgroup in the population	Sample Size	Sampling Technique
Corporate	171	62%	101	Simple Random Sampling
Individuals	91	33%	54	Simple Random Sampling
Banks	13	5%	08	Simple Random Sampling
Total	275	100%	163	

Source: Field work (2016)

In using the simple random sampling technique, a sampling frame of all the customers of the Company was obtained from the Head Office Branch

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formally. The information was then transferred into Microsoft Excel and the sample selected using Random Number Generation Function.

Data Collection Instrument

The main objective of the study was to assess service quality and customer satisfaction using SERVQUAL model. Questionnaire was the main data collection instrument used for the study. The research instrument was developed by the researcher based on the SERVQUAL Model of Parasuraman et al. (1988). The structured questionnaire was based on the five dimensions of service quality (tangibility, assurance, reliability, responsiveness and empathy).

The research instrument developed in this study consisted of three major sections (predominantly closed ended questions). The first section contains questions about personal profiles of the respondents including gender, age, marital status, educational level, customer experience with service and the category in which the customer belong. The second section comprised of five constructs measuring service quality using the SERVQUAL, as proposed by Parasuraman et al. (1988). The response format to each of the 24- item was given on a 5-point scale. The third section also comprised of five constructs measuring customer satisfaction using the SERVQUAL, as proposed by Parasuraman et al. (1988). The response format to each of the 24-item of customer satisfaction was given on a 5-point scale ranging from very dissatisfied to very satisfied.

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Pre-test

The questionnaire was pilot studied through its convenient distribution to 20 customers of the company living in outside the study area. The pilot study resulted in the deletion of no item. As a result, the questionnaire contained 24 items with the number of items of each of the five dimensions shown in Table 2.

Table 2: *Dimensions, Construct and Items of the Questionnaire*

Dimensions	Construct	Number of Items
1	Tangibles	2
2	Reliability	2
3	Responsiveness	6
4	Assurance	7
5	Empathy	7

Source: Field work (2016)

Reliability and Validity Analysis

In order to test for the robustness of the variables used in the study, a test of reliability and validity of the variables in the study was carried out using Cronbach Alpha. The scale reliability values (coefficient α) and item-to-total correlations are reported in Table 3 and Table 4. As shown in Table 3 and Table 4, the scale after pilot tested and some variables deleted from the scale yields a reliable scale. The Cronbach Alpha and the item-to-total correlations were all above .50.

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Table 3: *Reliability Analysis of Service Quality Scale*

Items	Cronbach Alpha
Tangibility	0.75
Reliability	0.68
Responsiveness	.724
Assurance	.782
Empathy	.798

Source: Field work (2016)

Table 4: *Reliability Analysis of Customer Satisfaction Scale*

Items	Cronbach Alpha
Tangibility	0.63
Reliability	0.71
Responsiveness	.786
Assurance	.790
Empathy	.706

Source: Field work (2016)

Data Collection Procedure

Ethical clearance was obtained from the management of the company and a convenient date was scheduled for the administration of the research instrument. Informed consent was sought and obtained from each participant at the time of the study. The researcher with the help of colleagues at the Office administered the questionnaire to the participants. The administration and collection of the questionnaire took a period of two weeks. The major

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problems encountered in the administration of questionnaire and collection of the data was low response rate from respondents, delay in completing the questionnaire, the unwillingness of the sample selected to participate in the study and some of the questionnaires not being completely answered.

Data Processing and Analysis

The data collected through the questionnaire was organized through data coding, cleaning, and entry. Service quality dimensions were coded as SQ followed by the capitals of the two initials of the construct (for instance, the first item of tangibles of service quality was coded as SQTA1) and the customer satisfaction items were coded as CUS followed by the capitals of the two initials construct (for instance the second item of customer satisfaction of empathy was coded as CUSE1). This coding method was used in order to ease the analysis of the data collected. The background information collected from the respondents was coded as BAC followed by a serial number (for instance, the gender of the respondent was coded as BAC1). To reduce data entry error, the collected data was entered by two separate data entry clerks into SPSS program. The data were then merged to remove duplicates. Frequencies were also run on all the cases of the data to check other data entry errors.

The data was analyzed using descriptive and inferential statistics. The background information of the study was analyzed using frequencies and percentages and presented in an APA format table. The level of service quality of Westec Security Systems Ghana Limited was analyzed by measuring the

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discrepancy between customer expectations and their perceptions of the service delivered the company. The level of customer satisfaction and service quality dimensions that brings satisfaction to customers of Westec Security Systems Ghana Limited was analyzed using mean and standard deviations. Simple Linear Regression was used to determine which of the service quality dimensions bring satisfaction to the customers of Westec Security Systems Ghana Limited.

The relationship between customer satisfaction and the service quality dimensions of Westec Security Systems Ghana Limited was analyzed using Pearson Correlation Coefficient. To compare customers' satisfaction level and service quality based on customers' category (individual, corporate, Bank), one-way Analysis of Variance (One-way ANOVA) was used. A p-value of (0.05) was used as the threshold for statistical significance. The SPSS program and Microsoft Excel Version 2007 was used for all the analyses.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The purpose of this study was to examine customer satisfaction and service quality in the private security service sector with respect to the service quality dimensions (SERVQUAL) using Westec Security Systems Ghana Limited. To achieve the purpose of the study descriptive and explanatory research design were used. A sample of one hundred and sixty-three estimated for the study was selected using stratified sampling technique. The data for the study was obtained primarily through questionnaire. This chapter is for Results and Discussions of the study.

Response Rate

A total sample size of one hundred and sixty-three customers of Westec Security Systems Ghana Limited was estimated for the study and, as a result, one hundred and sixty-three questionnaires were administered. Out of the total number of one hundred and sixty-three questionnaires administered, one-hundred and ten were retrieved and used for analysis. This represented a response rate of 67.5%. More than 50% of individual customers, 87.5% of bank customers, and 96.3% of corporate customers responded to the study. This implied that the views expressed in this study were mostly those of the bank and corporate institutions.

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Results

This section presents the results of the analysis of the findings of the study.

Demographic Characteristics of the Respondents

Table 5: *Demographic Characteristics of Respondents*

Background	Frequency	%
Sex		
Male	82	74.50%
Female	28	25.50%
Age		
25 and below	9	8.20%
26-35 years	13	11.80%
36-45 years	55	50.00%
46-55 years	22	20.00%
Above 55 years	11	10.00%
Marital status		
Single	17	15.40%
Married	74	67.30%
Divorced	8	7.30%
Widowed	7	6.40%
Separated	4	3.60%
Level of Education		
Middle/primary/JHS/SHS	3	2.70%
O/A Level	18	16.40%
Certificate/Diploma/HND	38	34.50%
Bachelors Degree	34	31.00%
Masters	12	10.90%
PHD	5	4.50%

Source: Field work (2016)

As shown in Table 5, majority of the respondents were male (74.5%) while

25.5% were female. Majority (50%) of the respondents were aged 36-45 years,

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while 20% were aged 46-55 years. Meanwhile, 67.3% of the respondents were married, while 15.5% were single, with less than 10.0% of the respondents being divorced, widowed, and separated. A majority of the respondents were Certificate/Diploma/HND holders forming 34.5%, followed by first degree holders forming 31.0%, followed by O/A Level holders forming 16.4% and Masters holders forming 10.9%. The other levels of education (Middle/primary/JHS/SHS and PHD) formed 7.2%. Almost fifty percent (40.9%) of the respondents claimed that they have been customers of Westec Security Systems Ghana Limited for 1 to 4 years, 26.4% claimed that they have been customers of the company for 5-10 years, while 20.9% of the customers claimed that they have been with the company for more than 10 years.

Level of Service Quality

Service Quality Tangibility

The service quality about the tangibility of service of Westec Security Systems Ghana Limited was assessed by imploring customers to indicate their expectations and perceptions on a scale of 1 to 5. Table 6 shows the expectation, perception and gap scores of tangibility of service quality, as reported by the respondents. As shown in Table 6, in general, customers' perceived level of service exceeded their expected level of service, as shown in the overall tangibility of service.

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Table 6: *Expectation, Perception and Gap Scores of Tangibility of Service*
Quality

Statements	Expectations	Perceptions	Gap Score
Maintaining clean and pleasant office facilities	3.67	3.75	0.08
Maintaining a professional appearance	3.74	3.68	-0.06
Overall Tangibility	3.70	3.72	0.02

Source: Field work (2016)

The item with the highest perception score was maintaining clean and pleasant office facilities (Average = 3.75), while the item with the highest expectation score was maintaining a professional appearance (Average = 3.74). The gap score which is the difference between the perception and expectation scores and measures service quality indicates that overall, there is a high level of tangibility of service quality (0.02). The largest gap score was maintaining clean and pleasant office facilities (0.08). Although the customers overall perceived that there is a high level of tangibility of service quality, they maintained low level of service quality with respect to maintaining a professional appearance (-0.06). According to Parasuraman et al. (1988), it is common for consumer's expectation to exceed the actual service perceived, and this signifies that there is always need for improvement.

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Service Quality Reliability

The service quality of the reliability of service of Westec Security Systems Ghana Limited was assessed by imploring customers to indicate their expectations and perceptions on a scale of 1 to 5. Table 7 shows the expectation, perception and gap scores of the reliability of service quality, as reported by the respondents.

Table 7: *Expectation, Perception and Gap Scores of Reliability of Service Quality*

Statements	Expectations	Perceptions	Gap Score
Following through on their promise	3.81	3.88	0.07
Doing things right the first time	3.87	3.90	0.03
Overall Reliability	3.84	3.89	0.05

Source: Field work (2016)

As shown in Table 7, overall, the customers' perceived level of service exceeded their expected level of service. The item with the highest perception and expectation score was doing things right the first time (perception = 3.90; expectation = 3.87), while following through on promise recorded the lowest perception and expectation score (perception = 3.88; expectation = 3.81). The gap score indicates that overall, there is a high level of reliability of service quality (0.05). The largest gap score was following through on their promise (0.07), while doing things right the first time had the lowest gap score (0.03).

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Service Quality Responsiveness

      The service quality of the responsiveness of service of Westec Security Systems Ghana Limited was assessed by imploring customers to indicate their expectations and perceptions on a scale of 1 to 5. Table 8 shows the expectation, perception and gap scores of the responsiveness of service quality, as reported by the respondents.

Table 8: *Expectation, Perception and Gap Scores of Responsiveness of Service Quality*

Statements	Expectation	Perception	Gap Score
Never being busy to respond to request	3.75	3.73	-0.03
Properly handling any problems that arise	3.85	3.79	-0.06
Letting you know when things will get done	3.93	4.04	0.11
Willingness to help	4.03	4.04	0.01
Providing prompt customer service	3.94	3.88	-0.05
Giving you their undivided attention	4.08	3.90	-0.18
Overall Responsiveness	3.93	3.90	-0.03

Source: Field work (2016)

As shown in Table 8, in general, customers' expected level of service exceeded their perceived level of service, as shown in the overall

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responsiveness of service. The items with the highest expectation scores were giving you their undivided attention (Average = 4.08), willingness to help (Average = 4.03), providing prompt customer service (Average = 3.94), and letting you know when things will get done (Average = 3.93), while the item with the highest perception scores were letting you know when things will get done (Average = 4.04), willingness to help (Average = 4.04), giving you their undivided attention (Average = 4.08), and providing prompt customer service (Average = 3.88). The gap score indicates that, overall, there is a low level of responsiveness of service quality (-0.03). The lowest levels of service quality were reported with respect to: never being busy to respond to request (-0.03); providing prompt customer service (-0.05); properly handling any problems that arise (-0.06); and giving you their undivided attention (-0.18). On the contrary, the respondents reported a high level of service quality with respect to: willingness to help (0.01); and letting you know when things will get done (0.11).

Service Quality Assurance

The service quality of assurance of service of Westec Security Systems Ghana Limited was assessed by imploring customers to indicate their expectations and perceptions on a scale of 1 to 5. Table 9 shows the expectation, perception and gap scores of the assurance of service quality, as reported by the respondents. As shown in Table 9, in general, customers' perceived level of service exceeded their expected level of service, as shown in the overall assurance of service.

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Table 9: *Expectation, Perception and Gap Scores of Assurance of Service Quality*

Statements	Expectation	Perception	Gap Score
Knowledge of security product and service	4.17	4.05	-0.13
Ability to answer all your questions	3.94	4.03	0.09
Friendliness	4.11	4.05	-0.06
Having a concerned and caring attitude	3.87	4.04	0.16
Being capable and competent	3.89	4.05	0.16
Being consistently courteous	3.92	3.79	-0.13
keeping your transactions confidential	4.12	4.16	0.05
Overall Assurance	4.00	4.02	0.02

Source: Field work (2016)

The items with the highest perception scores were: keeping your transactions confidential (Average = 4.16); knowledge of security product and service (Average = 4.05); friendliness (Average = 4.05); and being capable and competent (Average = 4.05). The items with the highest expectation scores were: knowledge of security product and service (Average = 4.17); keeping your transactions confidential (Average = 4.12); friendliness (Average = 4.11); and ability to answer all your questions (Average = 3.94). The gap score

indicates that, overall, there is a high level of assurance of service quality (0.02). The highest levels of service quality were reported with respect to: ability to answer all your questions (0.09); having a concerned and caring attitude (0.16); being capable and competent (0.16), and keeping your transactions confidential (0.05). Meanwhile, the gap score also indicated some aspect of assurance of service that needs improvement as they perceived by the respondent to be of low quality. These include: knowledge of security product and service (-0.03); friendliness (-0.06); and being consistently courteous (-0.13).

Service Quality Empathy

The service quality of empathy of service of Westec Security Systems Ghana Limited was assessed by imploring customers to indicate their expectations and perceptions on a scale of 1 to 5. Table 10 shows the expectation, perception and gap scores of empathy of service quality, as reported by the respondents. As shown in Table 10, in general, customers' perceived level of service exceeded their expected level of service, as shown in the overall empathy of service. The items with the highest perception scores were: providing convenient office location (Average = 4.13); providing easy to read and understandable agreement and policy (Average = 4.10); providing easy access to needed information (Average = 4.03); and charging reasonable service fees (Average = 3.96). The items with the highest expectation scores were: providing easy to read and understandable agreement and policy (Average = 3.94); charging reasonable service fees (Average = 3.90);

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Table 10: *Expectation, Perception and Gap Scores of Empathy of Service*
Quality

Statements	Expectation	Perception	Gap Score
Understand your specific needs for security service	3.75	3.95	0.21
Provide easy access to needed information	3.78	4.03	0.25
Providing easy to read and understandable agreement and policy	3.94	4.10	0.16
Charging reasonable service fees	3.90	3.96	0.06
Providing you with good value in security product and service	3.88	3.95	0.06
Offering convenient working hours	3.84	3.93	0.09
Providing convenient office location	3.87	4.13	0.25
Overall Empathy	3.85	4.01	0.16

Source: Field work (2016)

providing good value in security product and service (Average = 3.88); and providing convenient office location (Average = 3.87). The gap score indicates that, overall, there is a high level of assurance of service quality (0.16). The highest levels of service quality were reported with respect to: providing convenient office location (0.25); easy access to needed information (0.25); understanding of your specific needs for security service (0.21); and providing easy to read and understandable agreement and policy (0.16).

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Level of Customer Satisfaction

The result of the analysis of responses of respondents on each of the service quality dimensions is presented and discussed as follows:

Satisfaction with Tangibility

The respondents were asked to indicate their level of satisfaction with the tangibility of service quality delivery of Westec Security Systems Ghana Limited on a scale of 1 to 5 (where 1 - very dissatisfied to 5 - very satisfied). Table 11 shows the mean and standard deviation of their responses.

Table 11: *Mean and Standard Deviation of Customer's Satisfaction of Tangibility of Service*

Statement	Mean	SD
Maintaining clean and pleasant office facilities	3.75	.680
Maintaining a professional appearance	3.68	.729
Overall satisfaction with tangibility	3.72	0.615

Source: Field work (2016)

As shown in Table 11, the respondents indicated their level of satisfaction with tangibility of service delivery. The respondents indicated that they were satisfied with the maintaining of clean and pleasant office facilities $(M = 3.75, SD = 0.680)$, as well as maintaining of professional appearance of by the staff $(M = 3.68, SD = 0.729)$. Overall, the participants indicated that they were satisfied $(M = 3.72, SD = 0.615)$ with the tangibility of service delivery of the company.

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Satisfaction with Reliability

The respondents were asked to indicate their level of satisfaction with the reliability of service delivery of Westec Security Systems Ghana Limited on a scale of 1 to 5 (where 1 - very dissatisfied to 5 - very satisfied). Table 12 shows the mean and standard deviation of their responses.

Table 12: *Mean and standard deviation of customer's satisfaction of reliability of service*

Statement	Mean	SD
Following through on their promise	3.88	.751
Doing things right the first time	3.90	.754
Overall satisfaction with reliability	3.89	.689

Source: Field work (2016)

As shown in Table 12, the respondents indicated their satisfaction with the company following through on their promises $(M = 3.88, SD = 0.751)$, as well as doing things right the first time $(M = 3.90, SD = 0.754)$. Overall the respondents indicated their satisfaction $(M = 3.89, SD = 0.689)$ with the reliability of service delivery by the company.

Satisfaction with Responsiveness

The respondents were asked to indicate their level of satisfaction with responsiveness of service delivery of Westec Security Systems Ghana Limited on a scale of 1 to 5 (where 1- very dissatisfied to 5 - very satisfied). Table 13 shows the mean and standard deviation of their responses. As shown in Table 13, the respondents indicated their satisfaction with the company's response to their request $(M = 3.73, SD = 0.82)$, the proper handling of any problem that

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arise $(M = 3.79, SD = 0.743)$, the company letting them know when things

will get done $(M = 4.04, SD = 0.753)$.

Table 13: *Mean and standard deviation of customer's satisfaction of*
responsiveness of service

Statement	Mean	SD
Never being busy to respond to request	3.73	.812
Properly handling any problems that arise	3.79	.743
Letting you know when things will get done	4.04	.753
Willingness to help	4.04	.649
Providing prompt customer service	3.88	.739
Giving you their undivided attention	3.90	.845
Overall satisfaction with responsiveness	3.90	.551

Source: Field work (2016)

The respondents also expressed their high satisfaction with the willingness of

the company to help $(M = 4.04, SD = 0.649)$, providing prompt customer

services $(M = 3.88, SD = 0.739)$, and giving undivided attention

$(M = 3.90, SD = 0.845)$. Overall the respondents expressed their satisfaction

$(M = 3.90, SD = 0.551)$ with the responsiveness of service delivery by the

company.

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Satisfaction with Assurance

The respondents were asked to indicate their level of satisfaction with the assurance of service delivery of Westec Security Systems Ghana Limited on a scale of 1 to 5 (where 1- very dissatisfied to 5 - very satisfied). Table 14 shows the mean and standard deviation of their responses.

Table 14: *Mean and Standard Deviation of Customer's Satisfaction of Assurance of Service*

Statement	Mean	SD
Knowledge of security product and service	4.05	.882
Ability to answer all your questions	4.03	.772
Friendliness	4.05	.709
Having a concerned and caring attitude	4.04	.649
Being capable and competent	4.05	.740
Being consistently courteous	3.79	.836
keeping your transactions confidential	4.16	.773
Overall satisfaction with assurance	4.02	.542

Source: Field work (2016)

As shown in Table 14, the respondents indicated their satisfaction with, the knowledge of staff on security products and services $(M = 4.05, SD = 0.882)$, the ability of staff to answer questions $(M = 4.03, SD = 0.772)$, staff friendliness $(M = 4.05, SD = 0.709)$, staff having a concerned and caring attitude $(M = 4.04, SD = 0.649)$ staff being capable and competent $(M = 4.05, SD = 0.740)$, staff being consistently courteous $(M = 3.79, SD = 0.836)$, and staff keeping transaction confidential

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$(M = 4.16, SD = 0.773)$. Overall the respondents expressed satisfaction

$(M = 4.02, SD = 0.542)$ with the assurance of service delivery of the company.

Satisfaction with Empathy

The respondents were asked to indicate their level of satisfaction with the empathy of service delivery of Westec Security Systems Ghana Limited on a scale of 1 to 5 (where 1- very dissatisfied to 5 - very satisfied). Table 15 shows the mean and standard deviation of their responses.

Table 15: *Mean and Standard Deviation of Customer's Satisfaction of*
           Empathy of Service

Statement	Mean	SD
Understand your specific needs for security service	3.95	.722
Provide easy access to needed information	4.03	.613
Providing easy to read and understandable agreement and policy	4.10	.649
Charging reasonable service fees	3.96	.753
Providing you with good value in security product and service	3.95	.715
Offering convenient working hours	3.93	.570
Providing convenient office location	4.13	.768
Overall satisfaction of Empathy	4.01	.501

Source: Field work (2016)

As shown in Table 15, the respondents expressed satisfaction $(M = 4.01, SD = 0.501$ with the empathy of service delivery by the company.

They expressed their satisfaction with the company with respect to

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understanding of customer specific security services needs $(M = 3.95, SD = 0.722)$, providing easy access to needed information $(M = 4.03, SD = 0.613)$, providing easy-to-read and understandable agreement and policy $(M = 4.10, SD = 0.649)$, charging reasonable service fees $(M = 3.96, SD = 0.753)$, providing convenient office location $(M = 4.13, SD = 0.768)$, providing good value in security products and services $(M = 3.95, SD = 0.715)$, and offering convenient working hours $(M = 3.93, SD = 0.570)$.

Service Quality Dimensions that bring Satisfaction to Customers

To achieve this objective, simple linear regression analysis was performed using customer satisfaction as the dependent variable and each of the service quality dimensions as the independent variable. The prediction linear regression equation model is written as follows:

$$Y = \beta_0 + \beta_1 X_1$$
$$Y = \beta_0 + \beta_2 X_2$$
$$Y = \beta_0 + \beta_3 X_3$$
$$Y = \beta_0 + \beta_4 X_4$$
$$Y = \beta_0 + \beta_5 X_5$$

Where $Y =$ customer satisfaction with service delivery and $X_1 =$ tangibility of service quality, $X_2 =$ reliability of service quality, $X_3 =$ responsiveness of service quality, $X_4 =$ assurance of service quality, and $X_5 =$ empathy of service quality. Table 16 shows the results of the analysis. As shown in Table 16, the linear regression model indicates that all the service quality delivery appears to impact on the customers' satisfaction with service delivery.

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Tangibility of service quality delivery accounted for 58.2% of the customers'

satisfaction with service delivery, which was very significant as indicated by

the p-value. Reliability of service quality delivery accounted for 60.8% of the

customers' satisfaction with service delivery, which was also significant.

Table 16: *Linear Regression of Service Quality and Customer Satisfaction*

   with Service Delivery

Independent Variable	B Value	Constant	Multiple R	t	Sig.
Tangibility	.423	2.340	0.582	7.437	.000
Reliability	.428	2.262	0.608	7.967	.000
Responsiveness	.602	1.540	0.732	11.160	.000
Assurance	.607	1.476	0.693	9.988	.000
Empathy	.721	1.130	0.728	11.050	.000

Source: Field work (2016)

Responsiveness of service quality delivery accounted for 73.2% of the

customers' satisfaction with service delivery. On the other hand, assurance of

service quality delivery accounted for 69.3% of the customers' satisfaction

with service delivery, while empathy of service quality delivery accounted for

72.8% of the customers' satisfaction with service delivery, which were all

significant at $\alpha = 0.05$ (alpha level). The prediction linear regression equation

model was written as follows:

$$Y = 2.340 + .423X_1$$
$$Y = 2.262 + .428X_2$$
$$Y = 1.540 + .602X_3$$
$$Y = 1.476 + .607X_4$$
$$Y = 1.130 + .721X_5$$

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The prediction linear regression equation model 1 shows that a unit increase in tangibility of service quality result in .423 increases in customer satisfaction. This means that as the tangibility of service quality increases, customers' satisfaction with service delivery also increases. That is, tangibility of service quality increases linearly with customer's satisfaction with service delivery. The prediction linear regression equation model 2 shows that a unit increase in reliability of service quality result in 428 increases in customer satisfaction. This means that as the reliability of service quality increases, customers' satisfaction with service delivery also increases. The prediction linear regression equation model 3 shows that a unit increase in responsiveness result in .602 increases in customer satisfaction. This means that as the responsiveness of service quality increases, customers' satisfaction with service delivery also increases.

The prediction linear regression equation model 4 shows that a unit increase in assurance of service quality result in .607 increases in customer satisfaction. This means that as the assurance of service quality increases, customers' satisfaction with service delivery also increases. The prediction linear regression equation model 5 shows that a unit increase in empathy of service quality result in .721 increases in customer satisfaction. This means that as the empathy of service quality increases, customers' satisfaction with service delivery also increases.

Relationship between Customer Satisfaction and the Service Quality

Dimensions

To achieve this objective, Pearson Correlation Coefficient and its significance levels were computed on the two variables – perceived service quality and perceived level of customer satisfaction. Table 17 shows the calculated Pearson Correlation Coefficient between service quality and customer satisfaction with service delivery of Westec Security Systems Ghana Limited. From the table, there were positive relationships between the service quality dimensions and customer satisfaction with service delivery of the company. There were also significant relationships between the service quality dimensions and customer satisfaction with service delivery of the company as indicated by the p-value (all $p < .05$).

The correlation coefficients ranged from 0.372 to 0.774, and were statistically significant at the $\alpha = 0.05$ (alpha level) (2-tailed). The lowest positive and significant correlation was found between tangibility of service quality delivery and customer satisfaction with reliability of service delivery $(r = .372, p < .05)$, while the highest positive and significant correlation was found between empathy of service quality delivery and customer satisfaction with responsiveness of service delivery $(r = .774, p < .05)$. This suggests that customer satisfaction with service delivery could be predicted from the quality of service delivery.

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Table 17: *Pearson Correlation Coefficient between Customer Satisfaction and*

Service Quality

Service Quality	Customer Satisfaction	R	p-value
Tangibility	Tangibility	.552[**]	.000
	Reliability	.372[**]	.000
	Responsiveness	.496[**]	.000
	Assurance	.539[**]	.000
	Empathy	.545[**]	.000
Reliability	Tangibility	.480[**]	.000
	Reliability	.468[**]	.000
	Responsiveness	.537[**]	.000
	Assurance	.561[**]	.000
	Empathy	.563[**]	.000
Responsiveness	Tangibility	.535[**]	.000
	Reliability	.578[**]	.000
	Responsiveness	.720[**]	.000
	Assurance	.668[**]	.000
	Empathy	.635[**]	.000
Assurance	Tangibility	.508[**]	.000
	Reliability	.508[**]	.000
	Responsiveness	.592[**]	.000
	Assurance	.677[**]	.000
	Empathy	.704[**]	.000
Empathy	Tangibility	.449[**]	.000
	Reliability	.596[**]	.000
	Responsiveness	.774[**]	.000
	Assurance	.637[**]	.000
	Empathy	.672[**]	.000

Note: ** Correlation is significant at the 0.01 level (2-tailed).

Source: Field work (2016)

Differences in Satisfaction Level and Service Quality with Respect to Customer's Identity

This objective of the study was to determine whether customers' satisfaction level as well as service quality delivery differ base on customers' identity. Table 18 shows the one-way Analysis of Variance summary of service quality delivery among categories of customers. As shown in the table, there was no statistically significant difference in the service quality delivery by customer category. There was no statistically significant difference: in the mean tangibility of service quality delivery by customer category ($F = 2.018; df = 2,107; p > 0.05$); in the mean reliability of service quality delivery by customer category ($F = 1.150; df = 2,107; p > 0.05$); in the mean responsiveness of service quality delivery by customer category ($F = .760; df = 2,107; p > 0.05$); in the mean assurance of service quality delivery by customer category ($F = 1.338; df = 2,107; p > 0.05$); and in the mean empathy of service quality delivery by customer category in the mean assurance of service quality delivery by customer category ($F = 1.807; df = 2,107; p > 0.05$).

Table 18: *ANOVA Summary of Service Quality by Categories of Customers*

		Sum of Squares	df	Mean Square	F	Sig.
Tangibility	Between Groups	1.823	2	.912	2.018	.138
	Within Groups	48.325	107	.452		
	Total	50.148	109			
Reliability	Between Groups	1.125	2	.563	1.150	.321
	Within Groups	52.341	107	.489		
	Total	53.466	109			
Responsiveness	Between Groups	.548	2	.274	.760	.470
	Within Groups	38.584	107	.361		
	Total	39.132	109			
Assurance	Between Groups	.842	2	.421	1.338	.267
	Within Groups	33.647	107	.314		
	Total	34.489	109			
Empathy	Between Groups	.883	2	.442	1.807	.169
	Within Groups	26.153	107	.244		
	Total	27.036	109			

Source: Field work (2016)

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Table 19 shows the one-way Analysis of Variance (one-way ANOVA) summary of customer satisfaction with service delivery by categories of customers. As shown in the table, there was no statistically significant difference in the customer satisfaction with service delivery by categories of customers. There was no statistically significant difference: in the mean customer satisfaction with tangibility of service delivery by customer category ($F = 2.984; df = 2,107; p > 0.05$); in the mean customer satisfaction with reliability of service by customer category ($F = 1.115; df = 2,107; p > 0.05$); in the mean customer satisfaction with responsiveness by customer category ($F = 1.366; df = 2,107; p > 0.05$); in the mean customer satisfaction with assurance by customer category ($F = .993; df = 2,107; p > 0.05$); and in the mean empathy customer satisfaction with empathy by customer category ($F = .461; df = 2,107; p > 0.05$).

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Table 19: *ANOVA Summary of Customers' Satisfaction with Service by Categories of Customers*

		Sum of Squares	df	Mean Square	F	Sig.
Tangibility	Between Groups	2.180	2	1.090	2.984	.055
	Within Groups	39.083	107	.365		
	Total	41.264	109			
Reliability	Between Groups	1.055	2	.527	1.115	.332
	Within Groups	50.636	107	.473		
	Total	51.691	109			
Responsiveness	Between Groups	.823	2	.411	1.366	.260
	Within Groups	32.225	107	.301		
	Total	33.048	109			
Assurance	Between Groups	.584	2	.292	.993	.374
	Within Groups	31.438	107	.294		
	Total	32.022	109			
Empathy	Between Groups	.234	2	.117	.461	.632
	Within Groups	27.170	107	.254		
	Total	27.404	109			

Source: Field work (2016)

Discussions of Results

Level of Service Quality

The study showed that, in general, customers' perceived level of service quality exceeded their expected level of service quality. The customers claimed that there is a high of level of service quality with respect to tangibility of service, reliability of service, assurance of service and empathy of service. This finding is a good ground for asserting that customers are satisfied with the service quality of Westec Security Systems Ghana Limited, since the average perception score is above the average expectation score. This finding is consistent with previous research outcomes.

Bharwana, Bashir and Mohsin (2013) found that assurance and tangible had greater perceived service quality score than other dimensions of the SERVQUAL model. On the contrary, this finding is not in agreement with the findings of Chingang and Lukong (2010). These authors found in their study that the overall perceived service quality was low as expectations exceeded perceptions, meaning consumers desired more than what was offered to them. This means that customers' expectation of service quality of the company was very high from the onset. According to Parasuraman et al. (1988), in order to keep expectations from rising, organizations have to perform services properly from the first time. Thus, customer expectations for the service are likely to rise when the service is not performed as promised. Expectations serve as reference points in customer's assessment of performance, and that organizations can increase customer satisfaction by decreasing customer expectations (Agbor, 2014).

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Level of Customer Satisfaction

The findings of the study revealed a very interesting reason why the customers of Westec Security System make several complaints. As a security company, the key duty is to provide prompt response to clients whenever there is the need. This implies customers mostly will judge your competence based on how fast you respond to their call. It was revealed from the study that customers' expected level of responsiveness of service exceeded their perceived level of service. For instance, the gap score revealed low service quality with respect to the company: never being busy to respond to request; providing prompt customer service; properly handling any problems that arise; and giving you their undivided attention. These items are key and important ingredients to providing security and must be well noted by management of the company.

According to Shanaki, Ranjbar & Shakhsian (2012) customer's satisfaction is the result of experiencing real service in confronting the organization and customer's expectation of the organization. There is a close relation between the perceived service quality and the customer's satisfaction so that the both are the result of customer's experience with the organization.

The findings of the study also revealed that some other aspects of assurance of service quality delivery need improvement as they were perceived by the respondent to be of low quality. These include: knowledge of security product and service; friendliness; and being consistently courteous. These aspects, coupled with the responsiveness, could undermine the work of the company and will result in customer disloyalty and switch to other

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competitors that will satisfy these needs of the customers. This finding is consistent with Brink and Berndt (2005).

Brink and Berndt (2005) believe that although every successful organization intends to provide the services that satisfy the customers, yet this is not the only aim of the organization, but other aims, like gaining the competitive advantage and obtaining more benefits, are other important goals of the organization. This goal can never be achieved if customers are not satisfied with service being provided by the organization (as cited in Kumasey, 2014). According to Loke et al (2011), prompt and reliable services are vital to attract, serve and retain the customers.

Service Quality Dimensions that bring Satisfaction to Customers

The results of the study indicated that service quality is an important antecedent of customer satisfaction. The findings revealed that the customers of WESTEC Security Systems Ghana Limited overall were satisfied with the five service quality dimensions of the SERQUAL model. There was a positive significant correlation between service quality and customer satisfaction. This finding is justified because, irrespective of the time the service is delivered, the customer is satisfied to the extent that the service received meets quality standard.

This finding is consistent with previous research outcomes. Shanaki, Ranjbar and Shakhsian (2012) found that customers' of Shahid Rajayi Port were satisfied with the responsiveness, tangibility, knowledge of the staff, and accessibility of staff and services. Kumasey (2014) found that service quality,

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customer perception and customer expectation all related significantly and positively with customer satisfaction. Arokiasamy and Tat (2014) found that good relationship exists between service quality dimensions (reliability, empathy, assurance, responsiveness and tangibility) and customer satisfaction.

Loke et al (2011) found a significant positive relationship between service quality and customer satisfaction except in the area of tangibility or physical aspects. This was explicable as the customers seemed to emphasize less on the appearance of the physical aspects provided by the GSM telecommunication firm. Prompt and reliable services were vital to attract, serve and retain the customers. Although, the customers were satisfied with the service delivery of the company, it should be noted that the high relative weights of the different service dimensions do not mean that customers are satisfied with all the services of the company – on the contrary, it should be taken that there is still room for improvements in that area to further improve the perceived level of customers satisfaction with service delivery.

Olu (2010) found that service quality has effect on customer satisfaction and that there is a positive relationship between service quality and customer satisfaction. According to Olu (2010), organizations should focus more attention on service quality, because of its effects on customer satisfaction. Their finding is agrees with Biljana & Jusuf (2011), that providing high level of quality service has become the selling point to attract customer's attention and is the most important driver that leads to satisfaction. Satisfied customers provide recommendations; maintain loyalty towards the company and customers in turn are more likely to pay price premiums.

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Differences in Satisfaction Level and Service Quality with Respect to Customer's Identity

The study revealed that there was no significant difference in the service quality and customer satisfaction among the customers' category. This implies that the customers' satisfaction level as well as the customers' perceived and expected delivery of service quality delivery does not differ based on customers' category. This means that, irrespective of whether the customer is an individual, corporate institution or bank, their satisfaction level as well as their perceived and expected delivery of service quality is the same and expects the same standard of service from the company. This is very important to the management of the company, as there is no division with respect to customers' demand for service quality. This implies that as management improves on one of the dimensions of the service quality model, it will have impact on all the customers of the company. This reduces cost and time to provide other additional services to customers.

This finding is consistent with related literature. Sahin, Demir, Celik and Teke (2006) in an effort to find out whether customers were satisfied with the food services in the military hospital in Turkey, realized that specific demographic characteristics were not of significance in determining the satisfaction of the patients but the appearance and taste of food. Their emphasis on demographic characteristics gives the reader the impression that they thought it was going to be an important factor.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary of findings, conclusion and recommendations.

Summary of Findings

The summary of the result of the study is done based on the objectives of the study.

Level of Service Quality

The study revealed that customers' perceived level of service quality exceeded their expected level of service quality. The customers reported that there was a high of level of service quality with respect to tangibility of service, reliability of service, assurance of service and empathy of service. However, the customer perceived responsiveness of service quality to be of low quality. The customers' expected level of responsiveness of service exceeded their perceived level of service. For instance, the gap score revealed low service quality with respect to the company never being busy to respond to request, providing prompt customer service, and properly handling any problems that arise; and giving you their undivided attention. On the other hand, although the customers overall perceived that there was a high level of tangibility of service quality, they maintained low level of service quality with respect to maintaining a professional appearance.

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Level of Customer Satisfaction

The findings of the study revealed that service quality is an important antecedent of customer satisfaction. The findings revealed that the customers of WESTEC Security Systems Ghana Limited overall were satisfied with the five service quality dimensions of the SERQUAL model. The customers revealed their highest satisfaction with the assurance as well as the empathy of service quality delivery.

Service Quality Dimensions that bring Satisfaction to Customers

The study revealed that all the service quality dimensions delivery brings satisfaction to the customers. Tangibility of service quality delivery accounted for 58.2% of the customers' satisfaction with service delivery. Reliability of service quality delivery accounted for 60.8% of the customers' satisfaction with service delivery, which was also significant. Responsiveness of service quality delivery accounted for 73.2% of the customers' satisfaction with service delivery. Assurance of service quality delivery accounted for 69.3% of the customers' satisfaction with service delivery, while empathy of service quality delivery accounted for 72.8% of the customers' satisfaction with service delivery.

Relationship between Customer Satisfaction and the Service Quality Dimensions

The findings of the study revealed that there were positive significant relationships between the service quality dimensions and customer satisfaction with service delivery. This implied that customer satisfaction with the service

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delivery of the company could be predicted from the quality of service delivery of the company.

Differences in Satisfaction Level and Service Quality with Respect to Customer's Identity

The findings of the study revealed that there was no significant difference in the service quality and customer satisfaction among customers' category. This implies that the customers' satisfaction level as well as the customers' perceived and expected delivery of service quality delivery does not differ based on customers' category.

Conclusions

The findings obtained in this Ghanaian-based private security company study are consistent with previous studies. It was found that service quality (i.e. customer expectation and perception) and its dimensions significantly and positively relate with customer satisfaction. It can be concluded from the findings of this study that they most important and key determinant of customer satisfaction in the SERVQUAL model in the security service is responsiveness. The revealed that although the customers of the company were overall satisfied, they express their anger to the company as a result of the low level of responsiveness of service quality delivery. This is rightly so because customers expect prompt service whenever an incident occur at their premises especially in the security matters.

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This study has revealed that although customers could be satisfied with the overall service of a company, if the key aspects of the service are not well taken care of, it will result in customer complaint and in the long run will lead to customer dissatisfaction and customer switch. This finding has revealed customers' satisfaction with the services of the company probably because the complaints are at its initials stages, and that the customers are expressing their loyalty to the company by pointing out their short falls to them. The management of the company should take these complaints especially, the responsiveness of service quality delivery seriously, to avoid major problems such as customer switch, disloyalty and long run effect on turn over.

This study has revealed that when customers get what they expect and perceive, they tend to feel satisfied with the service rendered than when they do not get what they expect and perceive. It is important that organizations use the expectation and perception approach as a determinant of customer satisfaction and not just the service delivery approach where customers are invited to express only their perception about a product or service, as this study has revealed.

Recommendations

The following recommendations based on the key findings of the study are made:

Management of the company should put in more effort to improve upon the responsiveness of service delivery. The frontline staff should well be trained to be more responsive and sensitive to customer needs, thus providing services that are more prompt, efficient, and effective. Management should

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ensure that the frontline staff are well kept and well dressed in professional manner. The management should ensure this by providing the needed tools, equipment and facilities, and logistics. Inspection and morning parade should also be done always to ensure that the staff are properly dressed before disposed to their duties.

The results of this study should encourage strategy development for superior service quality management particularly in the areas of assurance and responsiveness by the management of the company. Training programmes should be tailored to equip staff with necessary skills to better serve the customers and ultimately to remain competitive in the market.

Management of the company should note that the high relative weights of the different service dimensions do not mean that customers are satisfied with all their services   – on the contrary, it should be noted by the management of the company that there is still room for improvements in that area to further improve the perceived service quality.

Private security companies seeking to improve their customers' satisfaction levels, in their effort to increase loyalty, retention rates and attract new customers should focus on high quality services delivery, and improve service quality effectively. It is also important that the companies use the expectation and perception approach as a determinant of customer satisfaction and not just the service delivery approach where customers are invited to express only their perception about a product or service, as this study has revealed.

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Suggestions for Further Research

Further research be undertaken to examine customer service quality and customer satisfaction in nation-wide private security companies in order to have a broader idea and view of service quality and customer satisfaction of private security services in Ghana. It is further recommended that future researchers should consider variables such as expected time of service delivery, and value placed on the service as possible moderators of the link between service quality, customer expectation, perception and satisfaction in the private security context in Ghana.

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APPENDICES

APPENDIX A

UNIVERSITY OF CAPE COAST (UCC)

GRADUATE SCHOOL, MBA. MARKETING

SERVICE QUALITY AND CUSTOMER SATISFACTION QUESTIONNAIRE

Purpose of study: This study is being conducted to know the *"Service Quality and the Satisfaction of Customers of Westec Security Systems Ghana Ltd".* You are kindly requested to complete this questionnaire which forms part of the study.

Confidentiality of information: The information provided for this study will be used for *only academic research purposes. No one will disclose any information you will provide or try to sell any information to any institution or competitor.*

Voluntary Participation: Your participation in this study is *voluntary.* By completing the questionnaire and handling it to over to the Researcher, you are *voluntarily agreeing* to participate in the study. You are free to decline to answer any particular question you do not wish to answer for any reason.

BACKGROUND INFORMATION

PLEASE KINDLY PROVIDE SOME BACKGROUND INFORMATION ABOUT YOUR COMPANY BY TICKING THE APPROPRIATE BOX OR WRITING IN THE SPACE PROVIDED.

BAC 1. What is your gender?

      Male   □

      Female   □

BAC 2. How old are you?

      25 and below   □

      26 – 35 years   □

      36 – 45 years   □

      46 – 55 years   □

      Above 55 years   □

BAC 3. What is your marital status?

      Single   □

      Married   □

      Divorced   □

      Widowed   □

      Separated   □

BAC 4. What is your highest level of education?

Middle/Primary/JHS/SHS	☐
O/A Level	☐
Certificate/Diploma/HND	☐
Bachelor's Degree	☐
Masters	☐
PHD	☐

BAC 5. Which of the following categories do you belong to?

Individual	☐
Bank	☐
Corporate Institution.	☐

BAC 6. How long have you /your institution been a customer of Westec Security Company Limited?

Less than 1 year	☐
1-4 years	☐
5-10 years	☐
More than 10 years	☐

CUSTOMER SERVICE QUALITY

Expectations: This section deals with your opinion about the services of Westec Security Company Limited. Please, show the extent to which **Westec Security Company Limited** 'should' possess the following features. We are interested in knowing your expectations.

CSQ1. How should **Westec Security Company Limited** deliver in each of the following areas? (PLEASE TICK THE ONE APPROPRIATE ON EACH LINE)

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

S/N	Statements	1	2	3	4	5
	Tangibility					
1.	Should maintain clean and pleasant office facilities					
2.	Maintaining a professional appearance					
	Reliability					
1.	Should follow through on their promises					
2.	Should do things right the first time					

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CSQ2. How should **Westec Security Company Limited** deliver in each of the following areas? (PLEASE TICK THE ONE APPROPRIATE ON EACH LINE)

Scale:　1 = Strongly Disagree, 2 = Disagree,　3 = Neutral,　4 = Agree,
5 = Strongly Agree

S/N	Statements	1	2	3	4	5
	Responsiveness					
1.	Should never be busy to respond to your request					
2.	Should properly handle any problems that arise					
3.	Should Let you know when things will get done					
4	Should be willing to help					
5.	Should provide prompt customer services					
6.	Should give you their undivided attention					
	Assurance					
1	Should have knowledge of security products and services					
2	Should be able to answer your questions					
3	Should be friendly					
4	Should have a concerned and caring attitude					
5	Should be capable and competent					
6	Should be consistently courteous					
7	Should be able to keep your transactions confidential					

CSQ3. How should **Westec Security Company Limited** deliver in each of the following areas? (PLEASE TICK THE ONE APPROPRIATE ON EACH LINE)

Scale:　1 = Strongly Disagree, 2 = Disagree,　3 = Neutral,　4 = Agree,
5 = Strongly Agree

S/N	Statements	1	2	3	4	5
	Empathy					
1.	Should understand your specific needs for security services					
2.	Should provide easy access to needed information					
3.	Should provide easy-to read and understandable agreement and policy					
4.	Should charge reasonable service fees					
5	Should provide you with good value in security products and services					
6.	Should offer convenient working hours					
7.	Should provide convenient office location					

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Perceptions: The following statements deal with the perceptions of service of Westec Security. Please, show the extent to which these statements reflect your perception of service of Westec Security Systems Ghana Limited.

CSQ1. How would you rate the services delivered by **Westec Security Company Limited** in each of the following areas? (PLEASE TICK THE ONE APPROPRIATE ON EACH LINE)

Scale: 1 = Very poor, 2 = Poor,   3 = Average,   4 = Good,   5 = Very Good

S/N	Statements	1	2	3	4	5
	Tangibility					
1.	Maintaining clean and pleasant office facilities					
2.	Maintaining a professional appearance					
	Reliability					
1.	Following through on their promises					
2.	Doing things right the first time					

CSQ2. How would you rate the services delivered by **Westec Security Company Limited** in each of the following areas? (PLEASE TICK THE ONE APPROPRIATE ON EACH LINE)

Scale: 1 = Very poor, 2 = Poor,   3 = Average,   4 = Good,   5 = Very Good

S/N	Statements	1	2	3	4	5
	Responsiveness					
1.	Never been busy to respond to your request					
2.	Properly handling any problems that arise					
3.	Letting you know when things will get done					
4	Willingness to help					
5.	Providing prompt customer services					
6.	Giving you their undivided attention					
	Assurance					
1	Knowledge of security products and services					
2	Ability to answer your questions					
3	Friendliness					
4	Having a concerned and caring attitude					
5	Being capable and competent					
6	Being consistently courteous					
7	Ability to keep your transactions confidential					

CSQ3. How would you rate the services delivered by **Westec Security Company Limited** in each of the following areas? (PLEASE TICK THE ONE APPROPRIATE ON EACH LINE)

Scale: 1 = Very poor, 2 = Poor,   3 = Average,   4 = Good,   5 = Very Good

S/N	Statements	1	2	3	4	5
	Empathy					
1.	Understand your specific needs for security services					
2.	Provide easy access to needed information					
3.	Provide easy-to read and understandable agreement and policy					
4.	Charging reasonable service fees					
5	Providing you with good value in security products and services					
6.	Offering convenient working hours					
7.	Providing convenient office location					

CUSTOMER SATISFACTION

CS1.   How satisfied are you with **Westec Security Company Limited** in each of the following areas? (PLEASE TICK THE ONE APPROPRIATE ON EACH LINE)

Scale: 1 = Very Dissatisfied, 2 = Dissatisfied,   3 = Neither Satisfied nor Dissatisfied, 4 = Satisfied,   5 = Very Satisfied

S/N	Statements	1	2	3	4	5
	Tangibility					
1.	Maintaining clean and pleasant office facilities					
2.	Maintaining a professional appearance					
	Reliability					
1.	Following through on their promises					
2.	Doing things right the first time					

CS2. How satisfied are you with **Westec Security Company Limited** in each of the following areas? (PLEASE TICK THE ONE APPROPRIATE ON EACH LINE)

Scale: 1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neither Satisfied nor Dissatisfied, 4 = Satisfied, 5 = Very Satisfied

S/N	Statements	1	2	3	4	5
	Responsiveness					
1.	Never being busy to respond to your request					
2.	Properly handling any problems that arise					
3.	Letting you know when things will get done					
4.	Willingness to help					
5	Providing prompt customer services					
6.	Giving you their undivided attention					
	Assurance					
1	Knowledge of security products and services					
2	Ability to answer your questions					
3	Friendliness					
4	Having a concerned and caring attitude					
5	Being capable and competent					
6	Being consistently courteous					
7	Keeping your transactions confidential					

CS3. How satisfied are you with the **Westec Security Company Limited** in each of the following areas? (PLEASE TICK THE ONE APPROPRIATE ON EACH LINE)

Scale: 1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neither Satisfied nor Dissatisfied, 4 = Satisfied, 5 = Very Satisfied

S/N	Statements	1	2	3	4	5
	Empathy					
1.	Understand your specific needs for security services					
2.	Provide easy access to needed information					
3.	Provide easy-to read and understandable agreement and policy					
4.	Charging reasonable service fees					
5	Providing you with good value in security products and services					
6.	Offering convenient working hours					
7.	Providing convenient office location					

THANK YOU FOR YOUR TIME AND COOPERATION